



## Partnership to Achieve Comprehensive Equity

# PACE

Strategic Plan > First Draft > Initial Recommendations



October 2014

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## > A Note to the Reader

First, thank you for your participation in the Partnership to Achieve Comprehensive Equity (PACE)!

PACE is a groundbreaking approach to addressing difficult workplace issues, including those related to fairness, bias, equity and inclusion through a unique partnership of employees, labor unions and management. Within PACE we temporarily suspend titles, rank and traditional roles to work in true partnership with one another to identify changes to our system and work environment which will benefit individuals, groups and the organization as a whole. Because of PACE we are daring to look honestly at our shared history and to jointly and honestly consider changes needed to enhance not only policies, procedures and rules, but also our understanding and treatment of one another. Through PACE, we are working toward a true community based on honesty, self-awareness and mutual respect for our differences. We invite you to join us on this journey!

The document you now hold gives you an overview of PACE, including its history, process, goals and the pathway to our next steps. It includes specific and actionable recommendations for enhancing the inclusiveness and fairness of our workplace. Specifically, the recommendations are meant to provide meaningful steps that will help ensure fairness for all employees and decrease barriers to true equity within Metro Transit.

One of the governing principles of PACE is that no single one of us has all the answers to the challenges we face in this important work. We subscribe to the belief that diverse thinking comes together to create a better outcome for all. Therefore, as a stakeholder in the PACE effort, your input and feedback on the recommendations contained here is not only needed, but is also welcomed.

You will find details about the feedback process in this document, but for now know that as a community, we value your input and will sincerely take it into consideration as we move forward.

Please begin your review by considering the following draft vision statement, and then consider the statement again following your review of this document and the recommendations.

**King County Metro is committed to building and sustaining an inclusive, fair and equitable work place for everyone. Our culture thrives on the richness and diversity of our unique work force. We are a community built on a foundation of collaboration and mutual respect.**

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## The History of PACE

As with most any topic, there is a short version and a long version. Both are relevant to understanding why PACE is important and what the effort means to the future of our agency and work community.

The Partnership to Create Comprehensive Equity (PACE) is, in short, a response to the April 2013 Open Letter to King County. That letter, signed by the entire ATU Executive Board, called on King County and Metro Transit to respond to longstanding issues of inequality. The concerns expressed by ATU touched on many important topics:

recruitment and selection practices, workforce training and development, the impact of customer complaints, the way our disciplinary system is administered, and the process by which discrimination complaints are handled. You can read a copy of the Open Letter in Appendix A of this document.

Shortly after the Open Letter was published, a working group made up of representatives from both labor and management

formed to develop a systematic approach to addressing the issues present in the workplace. The group agreed to a governance structure to assure that work was accomplished, but also to hold both labor and management accountable for their commitments. (See APPENDIX B-Response to the Open Letter and APPENDIX C-PACE Charter). The group also created a list of the work it would set out to do. That scope of work is discussed later in this document.

However, it is important to understand that PACE is not the first effort undertaken at Metro to address issues of inequality.

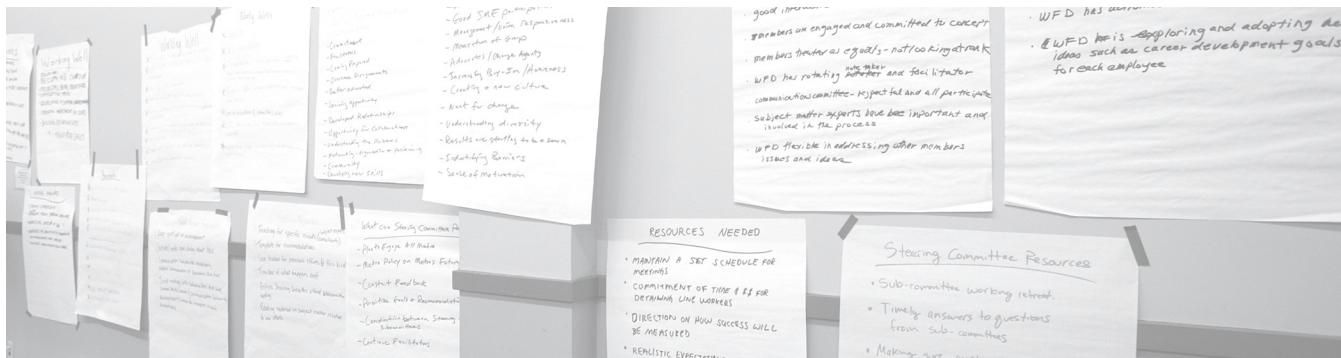
Many within Metro remember a similar effort titled “Cultural Change.” This well-intended initiative took place in the early 1990s following recommendations made by a consultant, captured in what is commonly known as the Myriad Report. By many accounts, the work that followed this report was valuable. Various programs were put in place and the general tone of the work environment began to shift toward greater openness and inclusion. However, it was not sustained due in part to the challenges associated with the merger of Metro with King County in 1994.

Following Metro's integration into the County, in 2000, the still-unaddressed issues surfaced again in a yet another consultant's report. Sadly, here too the effort did not take hold as budgetary pressures and other political events distracted Metro leaders from giving their full attention to implementing the recommendations. Finally, in 2010, following the release of the Operator Discipline Report, yet another set of recommendations was created aimed at improving Metro's record of addressing issues of inequities, particularly in the area of discipline. Unaccountably, managers within the agency again failed to follow-through on those recommendations.

It is these past events—recent missteps and historical deficiencies—that bring us to where we are today. Or put another way, PACE is intended to become the engine of sustainable organizational change which is holistic, profound and irreversible regardless of changes in leadership or administration. With mutual accountability among the units of labor and management, collaboration between employee and supervisor, and commitment from colleagues across the agency, PACE defines our response to this challenge.



*PACE Co-chair and ATU Recording Secretary Judy Young*



## > Cornerstones of the PACE Process

### John Kotter's Theory of Organizational Transformation

Harvard Business School Professor John Kotter, preeminent expert in tangible organizational transformation has identified eight steps that are critical to obtaining true organizational change. The PACE organizational change process seeks to incorporate elements of each of these important steps.



- 1) **Establish a Sense of Urgency:** Considering the present realities, identify and discuss the crises, potential crises, or major opportunities.

ATU's open letter to King County provided a sense of genuine urgency for the organization, the unions and the employees.

- 2) **Form a Powerful guiding Coalition:** Assemble a group with enough power to lead the change effort and encourage the group to work together as a team.

The membership of the PACE Steering Committee and subcommittees includes the highest levels of leadership in the County and labor organizations as well as various levels of staff including front-line staff, all with firsthand knowledge of the system and its strengths and weaknesses.

- 3) **Create a Vision:** Create a vision to help direct the change effort and develop strategies for achieving that vision.

The PACE goal of comprehensive equity and inclusion for all employees is the core of the PACE vision. Supporting strategies include community building, education in areas such as cultural competence and having sensitive conversations and the adoption and implementation of recommendations developed by the PACE subcommittees.

- 4) **Communicate the Vision:** Communicate the vision and strategies and teach new behaviors by the example of the guiding coalition.

Among other things, the outreach campaign you are now a participant of is one major effort to broadly communicate the PACE vision. The non-traditional partnership between labor organizations, employees and County management provides the example of a new and more productive way of being in the workplace.

- 5) **Empower Others to Act on the Vision:** Get rid of obstacles to change and change systems or structures that seriously undermine the vision. Finally, encourage risk taking and nontraditional ideas, activities and actions.

In considering the recommendations put forth by the subcommittees, the PACE Steering Committee strives to consider how each of those recommendations can be implemented even in light of existing structural and financial constraints. Risk taking, especially in the subcommittees is seen regularly in the sharing of personal experiences and efforts to understand different realities which exist in the work environment.

- 6) **Planning for and Creating Short-Term Wins:** Plan for improvements, create those improvements and recognize and reward employees involved in the improvements.

The PACE Steering Committee's prioritization of the top 15 recommendations from those developed and submitted by the subcommittees is based not only on the estimated time frame to implement them, it is also based on the degree to which each:

- a. Is critical to advancing the agency towards inclusion and fairness;
- b. Will provide visible evidence that we are moving in the right direction; and
- c. Will provide tangible and undeniable improvement.

- 7) **Consolidating Improvements and Producing Still More Change:** Use increased credibility to further change systems, structures and policies that don't fit the vision, develop employees who can implement the vision and reinvigorate the process with new projects, themes and change agents.

As PACE continues to facilitate implementation of additional numbers of recommendations (over and above those identified by the Steering Committee as the top 15), the goal is to continue the system and policy enhancements needed to make irreversible and comprehensive change. As we enter the upcoming implementation stage, new projects will be initiated and the PACE community will continue to expand.

- 8) **Institutionalize New Approaches:** Articulate the connections between the new behaviors and collective success and develop the means to ensure leadership development.

PACE's continuing efforts to articulate and effectively communicate both the individual and collective benefits of inclusion and equity will help to institutionalize these new approaches. Finally, in addition to considering anew the important aspects of leadership, cultivating new PACE leaders will advance our efforts at continual learning and leadership development.

## > The PACE Triangle: Respect – Engage – Empower



There are many characteristics of PACE that distinguish it from the traditional forms of labor-management interaction. Foremost among them is RESPECT.

From the first visit made to the ATU executive board in April, to the working dynamics of the PACE subcommittees, all participants have been asked to demonstrate respect. It has come in the form of respect for one another and the diverse perspective each individual brings to the workplace. It has shown itself as respect for the underlying issues of inclusion, fairness and opportunity. It has even

come in the form of considering difficult concepts such as bias, discrimination and injury, as well as privilege and indifference.

The work being done at the PACE table has been marked also by a fundamentally different style of interaction, namely EARNEST ENGAGEMENT.

In the context of PACE, colleagues have come to the table for productive discussions, and by and large, they have left their titles at the door. Working in subcommittees, colleagues from across the sections, from Operations to Service Development, have worked side by side to honestly and sincerely engage each other on very sensitive, challenging and complicated issues. They have done so on a footing of mutual respect, but also with the motivation to solve problems cooperatively and to focus more on common interests than positional differences. In the PACE environment, the traditional adversarial approach has been suspended, and posturing and the trading of concessions has given way to collaboration and consideration for the good of the whole. PACE participants are modeling a refreshing approach to joint problem solving. And as part of that, people are sharing their stories. They are exchanging their experiences with their colleagues and reaching a richer understanding of the diversity that exists within our work environment. In turn, they have translated that deeper understanding into actionable recommendations which we are now asking you as a stakeholder to consider.



The use of employee-based subcommittees-- not labor-management committees, or management dominated committees-- embodies the third leg of the PACE triangle: EMPOWERING PEOPLE TO ACT.

The PACE participants are all volunteers. They were grouped into five subcommittees, each with a diverse make-up, and given this simple direction: work together to create recommendations for a specific scope of work. No other rules were imposed, and the subcommittee's only obligation was to reach consensus by the beginning of August on the recommendations they would submit to the Steering Committee.

Those recommendations (approximately 125 of them) can be found at the PACE website at [metro.kingcounty.gov/PACE](http://metro.kingcounty.gov/PACE). The PACE Steering Committee has considered each recommendation in great detail and grouped them accordingly. Apart from minor edits, including grouping related recommendations and offering some friendly amendments based on Steering Committee deliberations,

they have not been altered. They are presented here as a testament of the empowerment principle. That is not to say that each and every recommendation will be implemented in the near term, but upon careful review the PACE Steering Committee has determined that each of them possesses merit in its own right. While the Steering Committee has categorized and even prioritized many of the recommendations, there is much more work to do. But meaningful engagement requires sharing information that may not be fully developed. Engagement also means extending feedback opportunities beyond a select few. And part of empowerment means seeking input from a broader group and giving more people ownership in the outcome. With this in mind, we invite you to use the feedback mechanisms provided later in this document to provide your input into the top 15 recommendations (as well as the other recommendations) as identified by the Steering Committee. We hope that this will be your entry into the ever growing PACE community.

## Why Is PACE Important

The traditional role of manager/supervisor as the holder of all the answers is no longer feasible in today's work world. The team approach to problem solving utilized by PACE brings together individuals with diverse perspectives and a richness of work and life experience that far exceeds the thinking of any one individual. In short PACE's approach of seeking employee input in the identification of needed workplace changes has been shown by researchers such as Gallup (2013) to lead to better decision-making.

Additionally, diverse employees who are involved shoulder-to-shoulder with co-workers and supervisors not only develop ownership of proposed solutions, but also experience higher morale and exhibit more positive organizational citizenship behavior (i.e., are much more productive and more willing to go the extra mile) than when not involved in problem solving. Finally, research has shown that diverse people (whether they differ by race, ethnicity, age or position in an organization) working together to solve problems, come to appreciate one another more.

Research has also shown that approaches like the ones used as part of the PACE initiative yield more engaged employees which is positively correlated with beneficial organizational outcomes. And if you doubt the benefits of employee engagement, consider the alternative: the potential harm to the work environment caused by disengaged employees. The disengaged employee evades work and reluctantly accepts additional responsibility. Disengaged employees also have a negative effect on co-workers. They can

affect team moral by withdrawing from full participation. Their disengagement is often seen by customers and in King County's case, by constituents. Disengaged employees negatively impact team performance since they are loathe to think creatively and to innovate at work and ultimately they cost the organization extra money. In fact the 2013 Gallup study showed that annually, disengaged employees cost business in the United States upwards of \$300 billion. Finally, the work related apathy experienced by a disengaged employee can lead to pent up frustration which not only impacts the workplace, but which may ultimately impact his or her personal and family life. Finally King County's organizational health study connects employee engagement (or disengagement) to metrics such as Workers' compensation claims and costs, disability and employment costs, EEOC complaints filed, discipline events, sick leave balances, grievances and other similar measurements.

Recently, a Seattle Times editorial about the unrest in Ferguson, Missouri, stated that "silence placed over pain is not sustainable." Such is also the case in Metro Transit. It is true that issues of race, bias, and privilege have proven difficult for American society as a whole to discuss, let alone address. To the extent that King County and its Transit Division are microcosms of that society, it must also experience the same difficulty. PACE provides an organized opportunity, structure, and process within which these sensitive, but necessary discussions can be had safely and honestly. In the

growing PACE community, armed with the undergirding of some knowledge and tools related to cultural competency, it is becoming the norm to discuss work rules, policies and practices specifically related to equity and fairness, bias, marginalization and privilege. Through PACE, the fear of offending that so often silences such discussions is being replaced with courageous attempts to speak truthfully about these sensitive issues. These issues play themselves out in the workplace and we must find safe and effective ways to talk about them in the workplace.

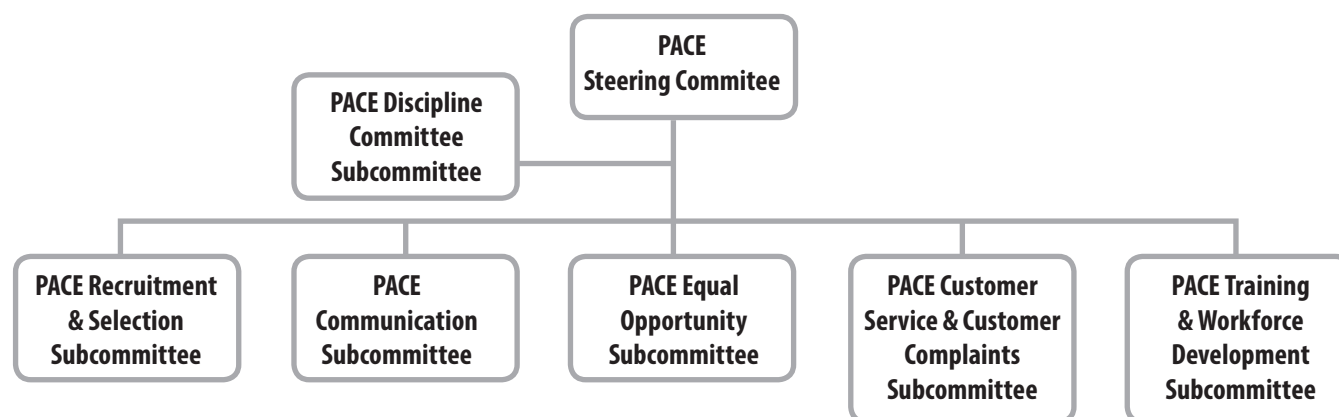
Through joint acknowledgement (versus defending and denial) of societal and workplace problems that have existed historically and in many instances continue to persist even now, PACE has facilitated a unique partnership between labor and management. It is one not built on positional power. Neither side alone has the answers, but both are willing to work together in partnership to jointly define a better way. Through this non-traditional partnership, unions, management and employees are able to jointly define a future that

embraces the interconnectedness of all three, all to the benefit of the organization.

PACE attempts to break down the traditional walls that we often use to define our differences. It provides a forum to productively explore the intertwined nature of our joint success. It places responsibility for the creation of a fair and equitable work environment, not on the shoulders of just one side, but together upon the shoulders of employees, unions and management, jointly and together. Summed up, PACE embraces the fact that joint problem solving leads to joint accountability.

Finally, whether or not you believe that issues related to race or gender (or any other protected class categories of which we all have at least one) trigger bias or impact the availability of opportunities, it is difficult to deny the benefits of engagement, collaboration and diversity to individuals, groups, and to the organizational bottom line.

## > The PACE Structure



**Executive Sponsors:** Executive level sponsorship for the Partnership to Achieve Comprehensive Equity is provided by the President of ATU, Metro Transit’s General Manager and the King County Human Resources Division (HRD) Director. As executive sponsors, these individuals are responsible for directing the PACE effort. In addition, according to the PACE Charter (See APPENDIX C), the Transit General Manager and the Human Resources Director are jointly responsible for the achievement of meaningful progress on issues of diversity, equal opportunity, and equity and social justice.

**Steering Committee:** The executive sponsors also sit on the PACE Steering Committee. This Committee is made up of Metro Transit and labor ( ATU Local 587 and PTE Local 17) leadership. It is jointly chaired by Transit’s Deputy General Manager and the ATU’s Recording Secretary. The Steering Committee consists of representatives of

the different sections within the Transit Division (including Transit Operations, Vehicle Maintenance, VM Transit Ops, Rail, Chiefs and First-Line Supervisors) and includes various classifications within the Metro Transit workforce (Operators, Chiefs, Superintendents and First-Line Supervisors).

**Subcommittees:** Similarly, each subcommittee incorporates employees representing each of the sections in the agency (including Sales & Customer Service). Subcommittees include members of both management (various classifications) and labor (various unions and bargaining units) and support for subcommittee work was provided by subject matter experts. (See APPENDIX D for the roster of PACE subcommittee members.) Following the Steering Committee model, each subcommittee was co-chaired by one representative of labor and one member of management.

# The PACE Scope of Work

To advance the establishment of comprehensive equity in the Metro Transit Division, the subcommittees were given the following specific scopes of work:

## **Discipline and Adverse Actions**

- > Design and conduct a study to examine the root causes that lead to discipline and recommend alternate constructive strategies to address those causes.
- > Update the Operator Discipline report with current available data and expand to include other sections (Vehicle Maintenance, Sales & Customer Service, and Power & Facilities); refresh recommendations for PACE committee review and implementation
- > Construct a periodic post-discipline bias review process and structure to guard against disparate treatment/impact issues
- > Recommend a training cycle and program for employees and managers that
  - Assures that contract language and current policies are fully understood
  - Provides a sensible means of balancing the interests of consistency, discretion, and compassion
- > Assess workplace rules and non-disciplinary grievances to expose practices or structures that could lead to adverse impact

## **Recruitment and Selection Practices**

- > Assess hiring/promotion practices and the underlying policy structure to identify barriers that impede access to or for diverse candidates
- > Recommend improvements to existing practices and identify new methods to communicate employment and advancement opportunities within the agency
- > Recommend methods to provide better support to candidates as move through the selection process
- > Recommend practices to assure that effective outreach is in place to reach diverse and/or under-represented communities
- > Identify meaningful measures to gauge outcomes of hiring processes and check for bias
- > Review policies and procedures designed to prevent protected class discrimination in hiring and promotion; recommend training necessary to assure they are effectively utilized

- > Identify problematic practices that undermine sound workforce development practices, especially those that lead to preferential treatment for one candidate over another

## **Communications**

- > Develop a communication plan to communicate and publicize the work and progress of the PACE effort
- > Develop a recommendation for a cost-effective system to regularly survey the organization and determine whether progress is being made and is understood
- > Create a plan to provide opportunities throughout the organization for meaningful dialogue on diversity issues

## **Equal Opportunity**

- > Develop a comprehensive EEO business plan to configure the organization with an equal opportunity infrastructure that includes recommendations for the following:
  - Metro Transit EEO Office with an effective, cost efficient network that reaches all major work locations
  - In-house system to receive, respond to, and assist in the resolution of EEO complaints
  - Role description and recruitment plan for a Metro Diversity/EEO manager
  - Clear, confidential access points for employees to discuss EEO or diversity concerns outside the chain of command
- > Assess the feasibility of empaneling a division-level employee-based EEO Committee in Metro, similar to the structure in place County-wide and within DOT
- > Design a method to share standard EEO data throughout the organization, making it both accessible and informative

## **Customer Service and Customer Complaints**

- > Diagram and describe the customer comment process from intake to resolution to assure that it can be fully understood
- > Assess all aspects of the customer comment process for effectiveness and alignment with the strategic plan, noting those process points that may be vulnerable to inappropriate bias
- > Identify areas of process improvement for the customer comment process



- > Evaluate the objectives and effectiveness of the disciplinary policies related to customer complaints
- > Make recommendations for improvements for both the overall process and the discipline policy
- > Identify methods and means to affirm the organizations orientation to customer service, including programs to promote and recognize outstanding service

### **Training and Workforce Development**

- > Develop and recommend an implementation plan to establish training & development resources that:
  - Provide mentoring opportunities throughout the agency
  - Provide career development resources and clarify the competencies, skills and experience that will help staff effectively compete for promotion opportunities

- Establish the structures for career ladders or clear pathways for advancement
- > Develop and recommend a plan to provide a targeted series of training intended to:
  - Educate the workforce, including all levels of management, on issues related to diversity (e.g. Micro-aggression, White Privilege, Institutional Racism) and other relevant or emerging topics
  - Provide training on difficult conversations and safe opportunities to practice or engage with others on challenging topics
  - Provide training to support improved coaching skills and non-adversarial/non-defensive investigations

## **Discipline Subcommittee Approach to Scope of Work**

The scope of work assigned to the Discipline Subcommittee is far ranging and dependent on access to sensitive and confidential information. Because of this, the PACE Steering Committee has reserved the work of the Discipline Subcommittee for itself.

Given the intense focus needed to ensure the effective start-up, oversight and administration of the overall PACE initiative, progress on the Discipline scope of work experienced some initial delays. However, advancements have now been made in this area and the PACE Steering Committee has developed a number of important components of the discipline-related work plan. Following is a partial description of the planned approach to meeting much of the Discipline Subcommittee's scope of work.

The specific elements of the Discipline-related scope of work include:

- > Review of the current Operator Discipline Report recommendations and consider implementation as appropriate
- > Design and conduct a study to examine the root causes that lead to discipline and recommend alternate constructive strategies to address those causes
- > Update of the Operator Discipline Report with current available data and expand it to include other sections; and subsequently refresh recommendations for PACE committee's review and implementation

- > Construction of a periodic post-discipline bias review process/structure to guard against disparate treatment and impact issues
- > Recommend a training cycle and program for employees and managers that:
  - Assures that contract language and current policies are fully understood
  - Provides a sensible means of balancing the interests of consistency, discretion, and compassion; and
- > Assess workplace rules and non-disciplinary grievances to expose practices or structures that could lead to adverse impact

The Discipline Subcommittee has attempted to sequence the work such that a number of its tasks are informed by the outcome of the updated and expanded Operator Discipline Report. Following is a brief description of some of the Discipline-related work currently being addressed by the PACE Steering Committee:

### **Review of Current Operator Discipline Report**

**Recommendations:** The initial report encompassed nine major recommendations which either have not been implemented or which are in various stages of implementation. The PACE Steering Committee has undertaken a detailed review of those recommendations and the status of each. The goal of that review is to determine which, if any, of the initial recommendations remain relevant and merit further consideration for implementation given



any relevant changes in policy and procedure since 2010. Once that review is complete, the Steering Committee will incorporate the implementation of any of the recommendations deemed appropriate into its work planning for the coming months.

**Update of the Operator Discipline Report:** The initial report was issued in November 2010 and its focus was limited to Transit Operator discipline only. The updated report will include an analysis of discipline throughout the other sections of the Transit Division including Vehicle Maintenance, Sales & Customer Service, Power & Facilities and Rail. (See APPENDIX E).

In order to ensure the updated report provides an objective and non-biased view of the agency's disciplinary data, the Discipline Subcommittee has determined that there is a need to commission an independent data review and analysis group outside of the Transit Division. While this independent group will provide the analysis and conclusions, a separate internal group will be formed to provide context (e.g. accurate interpretation of labor contract provisions, definition of terms, etc.). This bifurcated structure is meant to ensure that Transit specific data is understood and interpreted accurately while simultaneously maintaining the independence and objectivity of the study.

**Construct a Post-Discipline Bias Review Process & Structure:**

The Discipline and Adverse Actions scope of work also includes the design of a periodic post-discipline bias review process and structure that will be geared toward helping to guard against disparate treatment and/or disparate impact in discipline. More specifically the structure and process is intended to:

- > Execute a periodic and ongoing review of post-discipline data
- > Analyze quantitative and qualitative discipline-related data to inform the effectiveness and fairness of discipline-related practices, policies and/or procedures
- > Consider data and information related to significant trends associated with discipline
- > Identify and consider ongoing information relevant to the potential root causes of discipline
- > Recommend and direct changes in disciplinary practices, policies and/or procedures in order to influence changes in disciplinary outcomes, and track the results of any such changes
- > Consider potentially controversial and/or sensitive issues related to discipline
- > Provide information and guidance to ensure the disciplinary system is based on fairness, accountability and safety

The Steering Committee has developed a draft approach to this work and is currently finalizing a proposed design for this process and structure.

In short, the underlying purpose of the post-discipline bias review process and structure will be to inform the steps necessary to eliminate any conditions that could potentially lead to disparity in Transit's disciplinary system.

Finally, the Steering Committee also recognizes that while this process and structure is dependent on data associated with discipline, there are situations and circumstances that the review of data will not uncover. Therefore, the Steering Committee approaches the design of this process and structure with the understanding that the true success of this work will be dependent on PACE's ability to create a safe and truly inclusive work environment. In addition to the actionable steps recommended by other PACE subcommittees, the development of a principle to guide how we sensibly balance consistency, discretion and compassion in discipline is an important part of developing such a work environment. The Steering Committee recognizes the ability to effectively balance these necessary elements as a critical management role.

## > Subcommittee Initial Recommendations – Prioritized for Initial Implementation

In order to meet their respective scopes of work, each subcommittee (except the Discipline and Adverse Actions Subcommittee) has developed a body of actionable recommendations. In total approximately 125-150 recommendations were initially submitted.

As part of its review process, the Steering Committee has grouped, analyzed and categorized these recommendations as follows:

**GREEN: Adopted for Immediate Implementation –**  
(1-2 months after recommendations are finalized)

**YELLOW: Adopted for Near Term Implementation –**  
(2-4 months after recommendations are finalized)

**ORANGE: Adopted – But Implementation Will Take More Than 4 Months** (due to sequencing or other issues)

– OR –

**Delay Adoption – More Information Is Needed**  
(Further review and analysis of these recommendations will be completed and considered prior to further consideration.)

Additionally, the Steering Committee applied the following three-part test in order to identify the top 15 recommendations.

**Part 1:** Is this recommendation **Clearly Important to PACE** (i.e. is it critical to advancing the agency towards inclusion & fairness);

**Part 2:** Will implementation of this recommendation provide **Visible Evidence of Pay-Off** (in system enhancements, inclusion, etc.) (i.e. will the PACE Community and others see that the PACE initiative is moving in the right direction; and

**Part 3:** Will implementation of this recommendation **provide tangible and undeniable improvement** (i.e. will implementing this recommendation provide real change that is difficult to deny)?

The Steering Committee has identified the following 15 recommendations as priority work items given their ability to be immediately implemented (Green) and their importance to meeting the goals of PACE as evidenced by the three part test.

## > Prioritized for Immediate Implementation

### Editing key

Stikethrough applied to text **deleted** by PACE Steering Committee (example: ~~Encourage~~ )

Underlined in gray applied to text **added** by PACE Steering Committee (example: Require)

### TRAINING & WORKFORCE DEVELOPMENT (TWD)

Number	TOP 3 (Initial Focus)	Recommendation	Comment
TWD-22	<b>1</b>	Promote and ensure adequate opportunities for employee skill development through on-the-job training or cross-training opportunities (e.g. detail, acting, special duty, and upgrade assignments; special projects).	Green re promotion of opportunities. Amendment: Need clarification re: "ensure adequate opportunities"
TWD-24	<b>2</b>	Create a single source for employees to learn about on-the-job training or cross-training opportunities.	
TWD-30(ii)	<b>3</b>	Develop a Diversity Training Program including the principle of:  Knowledge: Require that all employees who supervise other employees take the basic Equity and Social Justice training offered by King County. <del>Encourage</del> <u>Require</u> first-line supervisors and leads to attend the same training & <u>encourage</u> elected union reps to attend.	(See Friendly Amendment)

### COMMUNICATIONS (C)

Number	TOP 3 (Initial Focus)	Recommendation	Comment
C-2	<b>4</b>	Provide resource for ongoing support/maintenance of website (i.e. budget for webmaster, and assigning responsible position for required updates)	Communications Subcommittee continuing in near term until reassigned
C-4	<b>5</b>	Assign individual or (or committee) to manage newsletter on ongoing basis	Communications Subcommittee continuing in near term until reassigned
C-8	<b>6</b>	Provide resource for ongoing support/maintenance of PACE e-mail account	Communications Subcommittee continuing in near term until reassigned

## RECRUITMENT & SELECTION PRACTICES (RS)

Number	TOP 3 (Initial Focus)	Recommendation	Comment
RS-4	<b>7</b>	Require mandatory recruitment and selection training for anyone participating in interviews within the Metro's Transit division. (Training shall reinforcing the principles of fairness, consistency, accountability and inclusion)	Consider utilizing anti-bias video and also additional training  (Green for use of anti-bias video; Yellow for additional training) <u>(See Friendly Amendment)</u>  Merge RS-4, RS-9 and RS-24  Green for what we can do now; Yellow for enhancements
RS-9		Train hiring panel members and hiring authorities on cultural competencies and interview bias. (Design training to identify and counteract nepotism, favoritism, and cronyism.)	
RS-24		Conduct H.R. staff awareness sessions on the practice to reinforce the principles of transparency, consistency, accountability and inclusion.	
RS-8	<b>8</b>	Require that rating criteria used in interviews be specific, convincing, and supported by examples; that Interviewers include actual examples of answers given, explanations of how these answers apply to the competency being rated, and the merit of their rating. Also require interviewers to provide specific documentation on how the candidate rating was determined.	
RS-16	<b>9</b>	Develop strategic outreach/recruitment plans to attract a diverse applicant pool & maintain accurate records documenting these efforts.	Clarify whether focus is internal or external
RS-26	<b>10</b>	Develop informational materials for candidates on how to be successful in an interview process.	Merge RS-26, RS-27 and RS-31
RS-27		Provide interview skill building classes, workshops, and written materials.	
RS-31		Provide materials and advice on how employees can develop themselves for advancement.	



## EQUAL EMPLOYMENT OPPORTUNITY (EEO)

Number	TOP 3 (Initial Focus)	Recommendation	Comment
EEO-1	<b>11</b>	Establish the position of Diversity & Manager & hire for the position; Diversity Mgr will report to Director or Directors Designee & will be independent of Sr. Staff & shall assist in holding managers accountable for compliance with EEO policies & practices	<p>Recruitment &amp; Hire Pending Completion of Budget Process</p> <p>Incorporate EEO-1, EEO-3, EEO-5 and EEO-4</p>
EEO-3		<p>Recommended Responsibilities of EEO/Diversity Manager:</p> <ul style="list-style-type: none"> <li>• Receive all formal complaints to ensure consistency &amp; fairness &amp; resolution</li> <li>• Brief unit Managers &amp; superintendents of pending complaints</li> <li>• Help hold managers accountable</li> </ul>	
EEO-5		EEO/Diversity Mgr will oversee management, coordination & direction of programs & services for EEO, AA, Non-discrimination, Anti-harassment, Diversity & ESJ in Transit Division; Act as key advisor to General Manager & DOT Director on issues related to EEO, AA & Diversity; work with various Transit stakeholders to further diversity, equity & accountability; Assist Chiefs, Supervisors, Superintendents & Managers in carrying out their EEO related responsibilities	
EEO-4		Include PACE EEO Subcommittee members in various stages of the hiring process (e.g. recruitment, application review, interview panels, 3 & 6 month probationary evaluations)	
EEO-16	<b>12</b>	Maintain a Regular EEO column in 587 News Review	<p>Incorporate EEO-16 and EEO-18</p> <p>Columns &amp; articles will be educational in nature, routine or periodic and incorporate a partnership theme. Articles will be jointly authored in partnership between labor and management and per friendly amendment, will also be included in L.17's newspaper "Insight"</p>
EEO-18		Publish data & articles in <i>In Transit</i> & in <i>"Insight"</i>	

## CUSTOMER SERVICE & CUSTOMER COMPLAINTS (CC)

Number	TOP 3 (Initial Focus)	Recommendation	Comment
CC-X	<b>13</b>	<u>REVISE POLICY 15 PER RED-LINED MARK-UP which includes CC-4, 5, 6, 8, 9, 11, 12, 13, 14, 21 &amp; 20 AND CONSIDER INCLUSION OF ADDITIONAL OPERATIONS BASED INPUT (from Chiefs &amp; Superintendents)</u>	
CC-4		Implement a standardized process chiefs will use to verify information	<ul style="list-style-type: none"> <li>Combine CC-4 thru CC-6</li> <li>There may be some details to work out with chiefs regarding other follow up questions that should be included in the verification process</li> <li>Also, incorporate documentation that the assigned Chief has completed verification steps</li> </ul>
CC-5		Adopt new procedure and checklist for Chiefs to review comments for accuracy & obvious errors before issuing a "SEE ME", including follow up w/ Customer Service for deletion of complaint from wrong Operator and reissue	
CC-6		Incorporate Recommendation CC-5 (Re: Procedures for Review before issuing a "SEE ME" into Policy 15	
CC-8		Print verification checklist on all "SEE ME" notes so that operator knows that required steps have been taken to ensure the accuracy of the identification	
CC-9		Revise Policy 15 per Red-Lined Mark Up (attached)	
CC-11		Eliminate the Review and Watch Lists (i.e. the Customer Complaint Review List) & provide Superintendents/Chiefs with summarized status report at Shake-up	Need to provide guidance on how to replace this list with a process that meets the associated business need
CC-12		As part of the implementation of the new MCS System, end the use of numerical codes and require Chief to enter categories into the MCS system response narrative	Clarification: Tracking codes will remain a part of the MCS system, but will not be used in discussing the After Action Response category with the Operator
CC-13		Adopt proposed language for Section H of Policy #15 Re: After Action Response Entry	See Red-lined version of Policy 15
CC-14		Implement Base Chief training to achieve consistency around use of After Action Response categories	

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## CUSTOMER SERVICE & CUSTOMER COMPLAINTS (CC)

Number	TOP 3 (Initial Focus)	Recommendation	Comment
CC-21	<b>13</b> (continued)	Adopt a policy clarifying Operators cannot Opt out of Customer Comment process	Operators will be required to respond to a “See Me” and must participate in any required training”
CC-20		Operator information which does not accurately identify the proper Operator will be removed from the MCS record (in compliance with record retention laws)	
CC-10	<b>14</b>	Train all Chiefs <u>and Superintendents</u> on Revised Policy 15	<u>See Friendly Amendment</u>
CC-23	<b>15</b>	Inform all Operators re Revised Policy 15	Added per Steering Committee Discussion

# > What We Are Asking of You — Feedback Avenues

## What We Are Asking of You

Now that you are armed with information about the history, process, structure and goals of PACE, and the recommendations as prioritized by the Steering Committee, **we offer you this opportunity to participate in the review of the initial subcommittee recommendations.**

***In short, your feedback will be used by the PACE Steering and subcommittees to further prioritize, refine and finalize these recommendations.***

The complete list of approximately 125 recommendations can be found at the PACE website at [metro.kingcounty.gov/PACE](http://metro.kingcounty.gov/PACE).

While you are welcome to comment on any and all of these recommendations at this point in the process, we are especially asking for your review and input on those fifteen (15) recommendations

that the Steering Committee has prioritized for immediate implementation.

We would appreciate it if you would provide your input via the PACE website where you will find an on-line feedback questionnaire geared towards helping us to validate the prioritization assigned by the Steering Committee. In that on-line questionnaire you will find a number of brief questions. Your answers will provide the PACE Steering and Subcommittees with valuable insight related to:

- The clarity of the recommendations
- Whether adoption and implementation of the recommendations will move us closer to reducing any inequities in our system
- Your thinking about what steps are most important in helping to meet the goals of PACE

**In short, your feedback will be used by the PACE Steering and subcommittees to further prioritize, refine and finalize these recommendations.**

The specific channels for you to provide your feedback are described in the next column.

## Specific Feedback Avenues

In addition to talking directly to your union representatives, there are a number of ways you can provide your input:

- **At a worksite session:** Sessions are being held at all worksites between the time of this report's publication and Nov. 14, 2014. A list of sessions has been made available on the PACE website.
- **PACE website:** Fill out a questionnaire on the PACE website at [metro.kingcounty.gov/PACE](http://metro.kingcounty.gov/PACE)
- **PACE Email:** Email your input, questions, comments and feedback to [pace@kingcounty.gov](mailto:pace@kingcounty.gov)
- **PACE Input Phone-line:** You can leave a voice message at the phone line sponsored by PTE Local 17 and ATU Local 587 by calling 206-328-7321 x132

**Deadline: All feedback should be provided no later than Friday, November 14.**

## > Where We Go From Here

To be very clear: PACE is an initiative that may never be finished. The work to improve our community's approach to diversity and inclusion will take ongoing attention. We hope our efforts will make noticeable changes, both in our practices and in the way people experience our work environment.

The Open Letter called on our organization to take a hard look at our internal practices and to examine their overall effect in a new light. From that vantage point, the Steering Committee reacted with a sense of urgency, choosing to view the letter not as a threat but as an opportunity. This document presents the starting point and an initial means of responding to this important challenge.

The work has thus far come together organically, with many individual ideas and contributions coming together to shape our direction. As we move forward, the PACE initiative is committing to do the following:

- **Communicating about PACE:** As noted in many of the recommendations of the Communications subcommittee, we need to develop more effective tools to reach our many colleagues spread throughout the County at very different worksites. Improved communication is a critical piece to improving our collective sense of engagement, whether on PACE or a host of other topics.  
**Our request: *be willing to talk about PACE, and just as important, be willing to listen.***
- **Gathering feedback about PACE:** The recommendations submitted by the subcommittees showcase excellent work. But they are labeled “draft” for a reason: they need to be evaluated and refined. How can we be sure they will work? How will we measure the progress? How do we make the pieces work in concert? Which ones come first, and which ones will take more time? Are there other things to consider? These are the sorts of questions we will attempt to answer during the next few months, and your thoughts and ideas will be important.

**Our request: *be willing to give your feedback on PACE, and appreciate that many hands will shape the final product.***

- **Building a long-term plan for PACE while also removing barriers in the short-term:** As the feedback process plays out, the Steering Committee and subcommittees will be working to incorporate feedback into the recommendations. We will also be looking to identify those things that can be done right away, especially where they involve eliminating “barriers.” By doing so, we hope to make PACE feel real because the small steps of progress are visible. At the same time, we know that some of the recommendations will take more time to implement. We also want to be thoughtful about our approach. The Steering Committee will develop a more detailed implementation plan that pays attention to the priorities, the sequencing, and the resources required to assure that the effort is sustainable.

**Our request: *be willing to give PACE a chance, and know that there is no perfect approach to what we are attempting. When we stumble, please help us up.***

- **Aligning the Metro community around PACE:** By the start of the year, the PACE Steering Committee intends to release a Strategic Plan for Comprehensive Equity in Metro. The plan will include most if not all of the recommendations submitted by the subcommittees, enhanced and refined as suggested by the feedback process. The Strategic Plan will also include a detailed implementation timeline and the measures we will use to gauge our progress and our success. In addition, the PACE Steering Committee will look for new opportunities for more active participants to join the PACE community. The overall success of strategic plans rests on the willingness of people to contribute to the effort and hold each other accountable.

**Our request: *ready yourself to commit to the PACE Strategic Plan for the well-being of our community and the long term success of Metro.***

*Our lives begin to end the day we become silent about things that matter.*

—Dr. Martin Luther King, Jr.

**Deadline: All feedback should be provided no later than Friday, November 14.**



## APPENDIX A

### An Open Letter to King County,

The Amalgamated Transit Union Local 587 is a Union that serves a diverse membership of men and women. Organized since 1812, with the principal purpose of protecting worker rights and improve employment conditions in the workplace. We are the voice for over 4,000 working men and women employed in Martin Luther King County and throughout the West Coast of Washington. Our leadership is elected and has evolved over the years to reflect the growing strength and rich values of our members.

The Officers and Executive Board of ATU Local 587 are not only personally compelled, but duly charged to confront and officially voice our concerns of unfair practices in the workplace. Therefore, we are posting this open letter to serve notice of our disappointment with King County METRO. We stand firm in our solidarity and emphatically denounce practices of workplace disparity. Deliberately committed or not, these injustices cause harm to both the injured party as well as those engaging in these actions.

The following incidents by no means represent the scope of the problem in its entirety. Nevertheless, they do serve to illustrate the particulars, as we perceive them. The apparent lack of cooperation from our King County counterpart on the issues of racial discrimination, tendentious promotional practices, and biased disciplinary actions, has created a discontent in METRO's workforce impacting our Union sisters and brothers.

While clearly expressed, our concerns have been met with disingenuous and half-hearted measures to remedy this problem. The observable deficiency of leadership on this matter truly has forced us to evaluate our options in resolving these issues. Cease-and-desist with these practices and let us move forward the worthy, respected and essential goal of equality in all hiring, fair promotional and disciplinary procedures within King County and its agencies.

It is our hope that this public pronouncement of our disappointment will be instrumental in helping all parties concerned. It has been and continues to be our goal to work in cooperation with our King County METRO counterpart to bring about an end to discriminatory practices. Let's work together with sincerity to usher in a culture of openness and objectivity.

***Injustice anywhere is a threat to justice everywhere.***

— Dr. Martin Luther King, Jr.

## APPENDIX B

### Response to the Open Letter to King County

#### A PARTNERSHIP TO ACHIEVE COMPREHENSIVE EQUITY

**JOINT byline: P. Bachtel and K. Desmond**

In April of this year, the Amalgamated Transit Union Local 587 posted an open letter in this newsletter denouncing practices of workplace disparity and expressing profound disappointment in the leadership of King County METRO. The letter was signed by every Officer and Executive Board member and served as a call to action to METRO management. For the Union, it presented a clear statement: racial discrimination, tendentious promotional practices, and biased disciplinary actions in the Transit division of Martin Luther King County are unacceptable. The sisters and brothers of Local 587 would wait no longer. The Union stated that although these concerns had been clearly expressed on many previous occasions, they were met with “disingenuous and half-hearted measures.” The letter closed with a plea for a sincere labor-management partnership to create “a culture of openness and objectivity.”

If the Open Letter was intended to ring loud as a wake-up call to METRO, then the message has been unquestionably received. After the letter was published, both of us met with the Executive Board, and the discussion that ensued was an important first step. It allowed members to express their concerns directly and candidly, and it provided an opportunity to listen and hear first-hand the re-telling of incidents and experiences from across the agency. From that moment forward, we both asserted an unwavering commitment to creating and maintaining a workplace free of discrimination, and one focused instead on making employees feel both valued and respected, regardless of their background or circumstance.

Now, several months later, the diligence of METRO’s initial response has matched the urgency of the Union’s original plea. As leaders of our respective organizations, we brought together a working group tasked with creating a plan to bring about meaningful change throughout the agency. That group’s first step was to draft a charter to document the critical shared interests and layout the actions that must be taken. That charter, signed by both of us at Central/Atlantic Base last month and reproduced within these pages, now serves as an enduring and undeniable record of the pledge between the Union and METRO. The intent is best summarized in the charter’s purpose statement: we are mutually committed to building and enhancing the processes, tools and standards to make

advances on issues of diversity and equal opportunity for all within the agency. By partnering together, Metro and ATU will create an environment for positive change, improved communication among all employees, and a workforce that reflects respects and embraces diversity as a shared core value of our service to the public.

We hold no illusions. A charter by itself is not a solution to long-standing and deeply troubling problems in our work environments and our society as a whole. While we can be proud of many things METRO has accomplished with the support and hard work of ATU members, we simply need to do more to promote a work culture that is rich in diversity and provides opportunities for all employees. To assure that meaningful work is accomplished, the charter formalizes a Partnership to Achieve Comprehensive Equity (PACE). The PARTNERSHIP is responsible for developing annual goals and objectives along with a comprehensive plan to complete a defined amount of work in set time periods. The work plan will be implemented by use of subcommittees made up of employees from throughout the organization. The work of the subcommittees will center on the following topics: hiring and promotion practices; the patterns and root causes of discipline and adverse actions; communication and the ways we interact across diverse groups; equal opportunity infrastructure; customer service and customer complaints; and training and workforce development. In the coming weeks, we will announce the specific tasks assigned to the subcommittees as well as the opportunities to join the effort directly or contribute your ideas and concerns.

Just over 50 years ago, the Rev. Dr. Martin Luther King Jr. delivered an address to civil rights marchers in Washington D.C. It spoke to deep seeded problems in our society, and the highest ideals that would move our nation to strive for something better. Our situation today at METRO is different. The stark lines of segregation and garish images of violence are not present. Instead, they have been replaced with demarcations and realities far less obvious: subtle, hidden biases; policies and practices well intended, but nonetheless carrying forward a disparate impact; opportunity for some, but not all; and an organization that is challenged and constrained to pay full attention to these matters. Thus, we respectfully invoke what Dr. King referred to as “the fierce urgency of now.” We must begin the work alluded to in the charter, and carry it forward with full effect. We must be open to address new challenges as they arise, and devote resources anew if our initial efforts fall short. Take heed: at times, we will find ourselves to have competing perspectives on important issues. But we will work through those moments bound by our mutual commitment to a better workplace. And most importantly, we will embrace all these challenges in the true spirit of partnership, reminded of the words of President John F. Kennedy: “Civility is not a sign of weakness, and sincerity is always subject to proof.”

As you begin to consider your place in this effort, know that we understand diversity to be inclusive of everyone. It is about learning from and working with others who are different than ourselves. It is about dignity and respect for everyone. We undertake this effort not because the Open Letter called us to do so. We embark on this journey simply because it is the right thing to do. It is a reflection of who we are as an agency, serving a diverse public. To the extent our problems are society's problems, then METRO and ATU will lead the way to creating a better place to live and work. We ask you to join with us.

# APPENDIX C

## PACE Charter



### King County

Department of Transportation  
Metro Transit Division  
General Manager's Office  
201 S. Jackson Street  
KSC-TR-0415  
Seattle, WA 98104-3856



Amalgamated Transit Union  
Local 587  
2815 Second Avenue  
Suite 230  
Seattle, WA 98121

### Partnership to Achieve Comprehensive Equity in Metro

#### PURPOSE

King County Metro Transit (Metro) and the Amalgamated Transit Union Local 587 (ATU) are mutually committed to building and enhancing the processes, tools and standards to make advances on issues of diversity and equal opportunity for all within the agency. By partnering together, Metro and ATU will create an environment for positive change, improved communication among all employees, and a workforce that reflects respects and embraces diversity as a shared core value of our service to the public.

#### CRITICAL INTERESTS

The parties to this charter recognize and fully commit to the following common interests:

- Developing a welcoming and inclusive working environment that both attracts and retains a diverse community of employees at all levels of the organization ;
- Elevating diversity and equal opportunity to a strategic priority for the strength and health of the organization;
- Improving communication by listening to and engaging with employees to identify and address problems or issues;
- Creating meaningful, durable changes throughout the organization that produce measureable results; and
- Demonstrating accountability of both management and labor, regardless of changes in leadership, through continuous evaluation of our progress and modification of our approach as needed.

#### DIVERSITY DEFINED

ATU and Metro understand workplace diversity fundamentally as a people issue. The term is used broadly to include dimensions beyond those specified in non-discrimination policies and statements. Diversity includes those things which influence the identities and perspectives that people bring to the workplace. In addition, diversity involves policies and practices that encourage learning from others and captures the advantage of a wide array of perspectives by providing equal opportunity.

As a concept, diversity is:

- Considered to be inclusive of everyone;
- About learning from others who are different than ourselves;
- About dignity and respect for all; and
- About creating welcoming workplace environments.

## EXECUTIVE SPONSORS

This Charter is sponsored by the President of ATU and the General Manager of Metro. Together with the King County Human Resources Division (HRD) Director, the executive sponsors are responsible for directing efforts to fulfill the purpose and realize the interests stated in this charter. In addition, the General Manager and Human Resources Director are accountable to achieve meaningful progress and assure that the organization's work is aligned with the County's overall efforts to make advances on issues of diversity, equal opportunity, and equity and social justice.

## WORKING GROUP OVERSIGHT, STRUCTURE AND RESPONSIBILITY

To assure that meaningful work is accomplished in pursuit of the purpose and interests identified above, a working partnership will be formed. The PARTNERSHIP is responsible for developing annual goals and objectives along with a comprehensive plan to complete a defined amount of work in a given year. The work plan will be implemented by use of subcommittees guided and coordinated by the PARTNERSHIP. The PARTNERSHIP will set quality standards and timelines for each defined task, provide necessary and reasonable resources, and review and approve the work of the subcommittees. The ATU and Metro co-leads are responsible for reporting progress and presenting work products to the Executive Sponsors and others as requested.

## MEMBERSHIP

Membership of the working PARTNERSHIP and subcommittees will be drawn from sections across the agency and include members of both management (various classifications) and labor (various unions and bargaining units). Subject matter expertise from other areas of the County will be used to provide knowledge and support to further the overall purpose.

The PARTNERSHIP will be comprised of members appointed separately by ATU and Metro. The Professional and Technical Employees (PTE) Local 17 union will also appoint one (1) representative to the PARTNERSHIP. The Executive Sponsors will be standing members of the PARTNERSHIP (3), as will the managers of the Operations, Vehicle Maintenance and Rail sections (3). ATU will appoint six (6) members of the PARTNERSHIP and attempt to balance representation across the different sections. In addition, Metro will appoint three (3) at-large members. The PARTNERSHIP will have a total of sixteen (16) members.

Subcommittees will be comprised of employees from the various sections and will either report to or be chaired by a member of the PARTNERSHIP. The PARTNERSHIP will determine size of the subcommittees as well as the means and methods by which subcommittee members will be selected and assigned. As determined by the PARTNERSHIP, certain subcommittees will have ongoing standing while others may be formed on an ad hoc basis to address specific or emerging issues or concerns. Each subcommittee will develop a detailed work plan and schedule. Subject matter experts will be brought in on an as-needed basis to supplement subcommittee work when appropriate.

## MEETINGS

The PARTNERSHIP shall meet a minimum four (4) times per year. Subcommittees may meet as often as necessary.

## DURATION

This charter will be placed in effect September 24, 2013 and will stand as an affirmative and enduring statement of the commitment between Metro and ATU to fulfill the purpose and realize the interests stated above.

*For the Amalgamated Transit Union Local 587:*  
Paul J. Bachtel  
President and Business Representative

*For Metro Transit:*  
Kevin Desmond  
General Manager

*For King County:*  
Nancy Buonanno Grennan  
Director, Human Resources Division



# APPENDIX D

## PACE Subcommittee Members – FINAL Roster

**UPDATED: February 14, 2014**

Note: This roster has been reviewed and approved by the PACE Steering Committee.

### Subcommittee 1 – Recruitment and selection practices

**Co-chairs: Ray Mason and Jim O'Rourke**

1. Ron Anderson (1st Line Supervisor/ATU 587)
2. Debra Freeman (1st Line Supervisor/ATU 587)
3. Lovie Ivey (Operator/ATU 587)
4. Peter Vrinceanu (VM Chief/PTE Local 17)
5. John Lewis (Operations Chief/PTE Local 17)
6. Dennis Lock (Training Instructor/ATU 587)
7. Tracy Brodersen (Parts Specialist/ATU 587)
8. Woodrow Pierce (Operator/ATU 587)

Subject Matter Expert (SME): Adrienne Leslie (Transit Human Resources)

### Subcommittee 2 – Discipline and adverse actions

NOTE: This work will be taken up by the full steering committee and not assigned to a subcommittee.

### Subcommittee 3 – Communicate progress

**Co-chairs: Maggie Halter, Dan Kenny & Al Isla**

1. Phil Devault (Communication Specialist/PTE Local 17)
2. Alana Sorem (Operator/ATU 587)
3. Mark Wickline (Lead Mechanic/ATU 587)
4. Nate Stevens (Accounting Spec I/PTE Local 17)
5. Robin Abille (Power & Facilities Superintendent/PTE Local 17)
6. Harold Lewis (Operator/ATU 587)

SME: Jason Argo (Human Resource Division)

### Subcommittee 4 – Equal Opportunity

**Co-chairs: Ray Campbell & Levi Christopher**

1. Lonnie Arnold (Operations Chief/PTE Local 17)
2. Jake Jacobovitch (Power & Facilities Superintendent/PTE Local 17)
3. Carol Alexander (Admin III/PTE Local 17)
4. Margo Minnix (Operations Chief/PTE Local 17)
5. John Kwelese (Rail 1st Line Supervisor/ATU 587)
6. James Pratt (Mechanic/ATU 587)
7. Grady Stroman (Operator/ATU 587)
8. Kenny McCormick (Base Dispatch/Planner/ATU 587)

SME: Berneta Walraven (Transit Labor Relations)

### Subcommittee 5 – Customer Service and Customer Complaints

**Co-chairs: Judy Young & Randy Winders**

1. Chris Daniels (Sr. Customer Info Spec/ATU 587)
2. Jeff Berg (Operations Chief/PTE Local 17)
3. Carol Leak (Operator/ATU 587)
4. Nathan Chappelle (Operator/ATU 587)
5. Michael Burr (Operator/ATU 587)
6. Esther Hankerson (Operator/ATU 587)
7. Richard Hanson (Operator/ATU 587)
8. Tim Mack (Operations Chief/PTE Local 17)
9. Eric Butler (Customer Info Spec/ATU 587)

SME: Deidre Andrus (Customer Information Office)

Resource: Continuous Improvement staff

### Subcommittee 6 – Training and Workforce Development

**Co-chairs: Michael Moore & Michael Avery**

1. Deb Stenoien (Vehicle Maintenance Superintendent/PTE Local 17)
2. Jose Reyna (Utility Laborer/ATU 587)
3. Gil Anselmo (1st Line Supervisor/ATU 587)
4. Katie Chalmers (Planner III/PTE Local 17)
5. Cory Rigtrup (Mechanic/ATU 587)
6. Roderick Burke (1st Line Supervisor/ATU 587)
7. Mike Stanaszek (Transit Engineer V/TEA)
8. Hollie Alejandria (Admin Spec III/PTE Local 17)
9. Cheryl Jones (Operator/ATU 587)

SME: Carri Brezonick (Operations Training), Jonathan Halperin (Transit Human Resources)

# APPENDIX E

## Transit Discipline Data Analysis Project – Overview (Draft)

### Context

The discipline data analysis project is the result of a collaborative, labor-management partnership between King County Metro Transit and the Amalgamated Transit Union Local 587 (ATU) with the addition of PTE, Local 17. This partnership, known as PACE (Partnership for Comprehensive Equity) is focused on creating an environment for positive change, improved communication and a work environment that reflects, respects and embraces diversity as a core value. The discipline data analysis project will be driven by that shared vision and will consider previous work done to-date.

- Previous reports. Several previous reports have reviewed and analyzed operator discipline trends and made recommendations for improved equity and efficacy in disciplinary practices, the most recent of which was the 2010 Report of the Transit Operator Discipline Review Committee. Implementation of the recommendations from the reports has been inconsistent at best, and the PACE team agrees that more comprehensive, enduring change is needed.
- PACE. In 2013 the Partnership to Achieve Comprehensive Equity (PACE) was launched in order to “build and enhance the processes, tools and standards to make advances on issues of diversity and equal opportunity for all within the agency.” One of the six PACE subcommittees was charged with researching and making recommendations related to discipline and adverse actions, and to specifically update the Operator Discipline report with current available data.

### Objectives

Initial objectives for the Discipline Data Analysis Project include:

- To update the Operator Discipline report from 2010 with current available data and to expand the analysis to include other sections of the organization (including Vehicle Maintenance, Sales and Customer Service, Power & Facilities and Rail); and all employees within these sections, including Chiefs, First Line Supervisors and Administrative Staff. (Note that “First Line Supervisors” includes all supervisory classifications.)
- To develop a credible, repeatable process by which discipline data can be regularly reviewed and progress toward recommendations and goals can be measured;

- To provide the PACE Discipline subcommittee with concrete information about whether or not disparities exist as a result of current disciplinary processes and procedures, and the extent to which those disparities might be correlated with race and/or gender;
- To support the PACE Discipline subcommittee in making data-driven, measurable recommendations to improve the disciplinary system, to potentially include training, post-disciplinary review processes, and changes to current practices or structures.

The project team in collaboration with the PACE Discipline subcommittee will further define the objectives and lay-out specific deliverables during project planning.

### Resourcing and Oversight

The PACE Discipline subcommittee will serve as the steering committee for the discipline data analysis project. The project team will be divided into two core groups:

- (1) **Context Team.** This team will be comprised of current King County Metro staff, ATU and L. 17 representatives who have both extensive knowledge of the current disciplinary procedures and practices (including but not limited to collective bargaining agreement language, FLSA, King County Personnel Guidelines, etc.) as well as historical understanding of why these procedures and practices developed into their current state. The context team will also have the benefit of knowledge of the PACE Initiative either through its membership or through input from the Discipline Committee and its Co-Chairs. The team will be charged with providing insight and information to the analysis team, as well as serving as a check to ensure that data and analysis make sense given conditions on the ground.

### Proposed Make-Up of Context Team

- Up to three (3) Transit Operators (including 1 Rail & 2 Bus)
- Two (2) Superintendents (including 1 Operations & 1 Vehicle Maintenance)
- One (1) First Line District Supervisor - OR – One Window Supervisor

- One (1) Operations Chief
  - Key members of Transit Labor Relations Staff
  - One(1) Facilities Superintendent
  - One (1) Rail Chief –OR - Superintendent
- (2) Independent Analysis Team. The analysis team will be made-up of independent staff from other county agencies and potentially external resources brought in for the project. The analysis team will: (a) review previous operator discipline reports and construct a limited set of research questions to meet subcommittee needs; (b) pull the appropriate data from a variety of sources according to agreed-to requirements; (c) analyze the data and provide findings that meet reasonable standards for validity and statistical significance; and, (d) create data visualization tools to communicate both the data and the findings to a variety of audiences.

## Scope

Generally speaking, the scope of the project will be to assess whether or not – and to what extent – current disciplinary practices have an unequal impact across race and gender. Specific research questions and boundaries of scope will be more specifically defined during the planning phase of the project.

Key questions that will need to be answered early-on during scoping of the project include:

- How closely will explicit or implicit research questions from previous reports need to be followed? How much latitude will the project team have in defining research questions?
- What is the tolerance for error in terms of accounting for changes over time?
- To what audiences and at what level of sophistication will data and findings need to be presented? How should presentation of results be balanced between independent, empirical findings and contextual information that will assist in understanding results?

## Timeframe

Because of the foundational nature of this project, the subcommittee would like to see work completed by November 30, but no later than January, 2015. A more detailed timeframe will be determined during the planning phase of the project and once a more explicit scope has been finalized.